

A map of the state of Mississippi is centered in the background, filled with the stars and stripes of the United States flag. The stripes are red and white, and the stars are white on a blue field.

Mississippi State Homeland Security Strategy (SHSS)

MS Department of Public Safety
Office of Homeland Security

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Preface

The goal of Homeland Security is Preparedness. Preparedness is reached through performance of four mission areas: Prevent, Protect, Respond and Recovery. Preparedness is not solely owned by the professional community – it is everyone's business.

- At the Mississippi Office of Homeland Security we are striving to make each discipline that supports the four mission areas the best in Planning; the best Trained; and, the best Equipped. Further, we are committed to an informed public that participates in the safety and security of Mississippi.
- Preparedness is a formidable challenge. It is a single vision focused on enhancing the capabilities of each of the response disciplines. It encompasses both state and local agencies, private sector partners, and the core of volunteers throughout the state. The United States Congress through the US Department of Homeland Security promotes this vision through the Seven National Priorities. Additional support comes from the funding for states as they develop initiatives unique to their state in incorporating the National Priorities.
- The MS Office of Homeland Security understands that the “first boots on the ground” are the thousands of police, fire, emergency medical, emergency management, health and government personnel that serve in our local communities. We are committed to those agencies and personnel. Each day these personnel respond to a broad venue of hazards. The contemporary response professional must be prepared to respond to traffic accidents, fire as well as catastrophic natural disasters and the potential for a Weapons of Mass Destruction, Act of Terrorism, or a Chemical, Biological, Radiological, Nuclear and Explosive incident. Because of this demand placed on the response community, Homeland Security is designed to prepare for the *All-Hazard* response.
- The MS Office of Homeland Security is committed to planning, funding, training, exercising, and equipping your community and the state for the All-Hazard incident. We cannot accomplish these tasks in a vacuum – we must have your assistance- we solicit your partnership- in meeting this challenge. Together, with a single vision, we can achieve the goal of Preparedness.

Mission Statement

- *The mission of the Mississippi Office of Homeland Security is Preparedness. Preparedness is achieved by supporting and enhancing the capabilities of the disciplines that perform the vital functions of prevention, protection, response and recovery. Preparedness is everyone's business- a partnership that encompasses the professional response community, the private sector, and the citizens of Mississippi. It is a single vision incorporating the partnerships in preparing for demands within the All- Hazard preparedness environment. Mississippi must be prepared for the natural disasters and the man-made incidents to include the potential for the use of weapons of mass destruction and acts of terrorism. The Mississippi Office of Homeland Security is committed to this mission by providing support to have the best trained and equipped responders throughout the state, and the best informed citizenry possible. Together, Preparedness is achieved.*

Purpose

- The purpose of this strategy is to document Mississippi's statewide Homeland Security Strategy and to act upon the plan in such a manner as to enhance Mississippi's capabilities in response to crisis and consequence management in the all-hazards environment; while developing a reasonable response to weapons of mass destruction, acts of terrorism, and chemical, biological, nuclear, radiological and explosives incidents. The strategy is inclusive of the all-hazards planning approach and engages the needs of each of the conventional response disciplines at the state and local levels.
- The strategy is resultant of information gathered through the FY06 Program and Capability Review, the FY03 Threat and Risk Assessment, and focus groups comprised of statewide stakeholders. The intent of the strategy is to include state, regional, tribal and local assets and needs. Mississippi recognizes the federal support and assistance but further acknowledges that Mississippi must be prepared within its response infrastructure to sustain itself while necessary federal assistance is assembled.
- The strategy includes consideration of the various funding streams that support the needs of Mississippi in performing the four mission areas of: prevention, protection, response and recovery. It is a forward looking strategy in its attempt to anticipate needs and forecast for the next three to five years. Along with the statewide partnerships, the State will use resources as allocated from the US Department of Homeland Security and the Office of Grants and Training to fulfill the purpose of the strategy.
- Mississippi recognizes that planning supports all other components of its strategy. To that end, Mississippi places emphasis on planning to enhance its funding, training, exercise and equipment objectives. The strategy, beginning in FY06, will promote teamwork in planning through building stronger partnerships with the local planning councils, regional collaboration, and with the state Homeland Security Council. The strategy, planning and partnerships, posture Mississippi to model the ability in fulfilling its mission in support of the Seven National Priorities as outlined in HSPD-8.

Vision

- Enhance the capabilities of the State of Mississippi in protecting its citizenry and equipping the comprehensive response community in being prepared for the contemporary response environment. That environment is an all-hazards response demand that includes weapons of mass destruction, acts of terrorism and CBRNE. Mississippi will emphasize planning and development beyond the rudimentary levels so as to challenge the response community in advancing levels of equipment, technology and information sharing.

Focus

- Mississippi can achieve its strategy goals and objectives by focusing on the following:
 - Planning from the all-hazards approach;
 - Enhance prevention efforts by equipping partners with improved technology for information sharing, enabling enhanced training and equipment, and by further developing private sector partnerships with the state's critical infrastructure interests;
 - Enhance protection measures through improved equipment acquisition methods, advanced training, and development of an information sharing platform;
 - Enhance response through advanced development of training, equipping, and regional collaboration;
 - Enhance recovery through developmental products related to COOP and COG;
 - Enhance emergency preparedness activities that support planning, training, equipping, and exercising to improve local regional, tribal and state capabilities for all hazards, including WMD, that support improved performance within the four mission areas.

Coordination

- In January 2004, the Governor created the Mississippi Office of Homeland Security. The MSOHS is a Division within the Mississippi Department of Public Safety. The MSOHS is designated as the State Administrative Agency and its Director is the State Homeland Security Advisor.
- The MSOHS works through the State Homeland Security Council which is currently represented by each of the state agencies. A Technical Assistance delivery provided the “kick-off” for the HSC in updating the statewide strategy and conducting the Program and Capability Review process. This planning process continued via a state-wide meeting with all county emergency managers, sheriffs and police chiefs and health department managers. Additionally, smaller focus groups were assembled to assist in the process. A Project Management Team was created to assimilate and review information, and to document information supported within the strategy.
- Strategy coordination is consistent with the multi-disciplined, multi-jurisdictional concept of planning. It further employs goals of the National Response Plan and identifies state specific goals and objectives. Beginning in FY06, the state strategy places emphasis on Expanded Regional Collaboration, indicated both in the Seven National Priorities and in the feedback from statewide stakeholders.
- Updating the strategy, conducting the Program and Capabilities Review, and in working with statewide partnerships, Mississippi was aided by a voluminous amount of information in the Post-Katrina environment. There is no shortage of feedback in Mississippi regarding needs and capabilities. The updated strategy reflects these sources of information. Coordination of the strategy update was enhanced by the natural process of statewide and national conversation regarding preparedness in the aftermath of Katrina.

Effort

- **FY06 in contrast to FY03 was not an assessment year. The FY03 assessment data continues to be reflected in the planning. The Program and Capability Review process was employed for the update of the strategy in FY06. This process will continue through sessions in FY06 in an effort to identify FY07, FY08 and out years needs related to capabilities - both strengths and weaknesses. The FY03 assessment data provided the backdrop for comparative analysis against data assimilated in the FY06 planning process. Where updates were necessary and prudent, the strategy was updated to reflect those changes. The planning process continues to recognize the local jurisdictions and the state level needs. The process also continues the multi-disciplined, multi-jurisdictional team work approach to planning.**

Description of Jurisdictions

- Each of the 82 counties in the state has been designated as a jurisdiction. Municipalities and the Tribal Nation reported their assessment information through the county and wherever possible completed a separate assessment for inclusion in the county information submitted. Homeland Security representatives appointed by municipalities were included in the county working groups.

Description of Regions

- Mississippi is subdivided into nine (9) Regional Response regions. Each region has created a Regional Response Team for All-Hazards response which includes CBRNE/WMD/T incidents. SMAC (Statewide Mutual Aid Compact) covers the team activation deployment and re-deployment. Each team has a Team Leader, a Team Chief and a governing body acting (local unit) as the fiscal agent. There is an Executive Council representing the Regional Response Teams that acts as an advisor to the SAA/State Homeland Security Director. MS is a signatory of EMAC and as a Gulf Coast State, it has traditionally received and provided support for hurricanes and other natural disasters from bordering states. Certainly, this support applies in the event of a WMD/T/CBRNE. The Program and Capability Review data highlights the need to enhance inter-state regional collaboration.
- The Southeastern states have a bi-annual meeting of each of its State Homeland Security Directors which enhances the information sharing and response capabilities within the southeastern region. This "consortium" enhances the collaboration between the states as related to planning, training, and exercises.

Goal 1:

To develop and enhance communications with Federal, State, and Local agencies to ensure interoperable communications will be maintained during All Hazards incidents/events

National Priority: Strengthen Interoperable Communications Capabilities

OBJECTIVE 1.1

- Establish Standard Operating Guidelines (SOGs) for deploying interoperable equipment to facilitate Federal, State, and Local communications during All Hazards event.

OBJECTIVE 1.2

- Coordinate with the “State Wireless Commission” on addressing statewide and regional interoperability issues

OBJECTIVE 1.3

- Identify necessary equipment to facilitate interoperable communications among Federal, State and Local agencies during All Hazards event both statewide and regionally.

OBJECTIVE 1.4

- Identify training requirements necessary for first responders anticipated to utilize the interoperable system

OBJECTIVE 1.5

- Installation and exercising the Global Security System (GSS) for single point to multi-point early warning network to the Citizens and Response Community.

Goal 2:

To employ the National Incident Management System (NIMS) and National Response Plan (NRP) in a tactical and operational All Hazards environment.

**National Priority:
Implement the
National Incident
Management
System and
National
Response Plan**

OBJECTIVE 2.1

- To update CEMP, consistent with NRP, and incorporate the National Incident Command System in the CEMP.

OBJECTIVE 2.2

- Update the existing all hazard emergency operation plan (EOP) that addresses the vulnerabilities identified in the state risk assessment

OBJECTIVE 2.3

- Continue with NIMS integration as the All Hazards command and control procedures at tactical and operational levels

OBJECTIVE 2.4

- Coordinate with professional/qualification boards in the state to institutionalize NIMS as a standard element of training for all first responders

OBJECTIVE 2.5

- Encourage the necessary equipment to give the State, Regional Response Teams and local first responders the capability to facilitate the effective and efficient response to an All Hazards threat/incident and to strengthen an All Hazards response including CBRNE Detection, Response and Decontamination Capabilities to facilitate a robust recovery.

OBJECTIVE 2.6

- Ensure that the local jurisdictions have equipment necessary to strengthen All Hazards including CBRNE Detection, Response and Decontamination Capabilities.

Goal 2: (cont)

To employ the National Incident Management System (NIMS) and National Response Plan (NRP) in a tactical and operational All Hazards environment.

**National Priority:
Implement the
National Incident
Management
System and
National
Response Plan**

OBJECTIVE 2.7

- Develop training and procurement plan to establish standardization among all first responders in order to strengthen all-hazards including CBRNE Detection, Response, and Decontamination capabilities.

OBJECTIVE 2.8

- Provide Train the Trainer courses to enhance standardization of instruction.

OBJECTIVE 2.9

- Prioritize training in the operation of EOCs, Mobile EOCs and JFOs consistent with the NRP.

OBJECTIVE 2.10

- Practice the implementation of the National Incident Management System during All Hazards exercise including CBRNE detection, response and decontamination capabilities.

Goal 3:

To maintain and increase the State, regional and local Terrorism Early Warning, Intelligence and Information Sharing program by the creation of the State Intelligence Fusion Center and enhance existing Homeland Security Information/Intelligence capabilities

National Priority: Strengthen Information Sharing and Collaboration Capabilities

OBJECTIVE 3.1

- Formalize State and Local Working Groups in design and development of the State Intelligence Fusion Center and information analysis.

OBJECTIVE 3.2

- To organize key partners to effectively collect and distribute intelligence in an effort to prevent WMD/CBRNE Terrorist incidents within the State of Mississippi

OBJECTIVE 3.3

- Ensure that the Intelligence/Information Sharing process is fully capable of communicating effectively and efficiently with the Federal Government through the Homeland Security Information Network (HSIN), the Homeland Security Operations Center (HSOC), State Intelligence Fusion Center, and Law Enforcement to include Federal, State and local jurisdictions.

OBJECTIVE 3.4

- Properly equip the intelligence/information analysis and sharing infrastructure (Fusion Center) to include local jurisdictions.

OBJECTIVE 3.5

- Equip the State Intelligence Fusion Center and other intelligence/Information analysis and sharing structure with appropriate equipment & software to distribute information, or maintain redundant communication and conduct crisis management.

OBJECTIVE 3.6

- Establish real-time voice and data sharing with all jurisdictions to enhance prevention and response capabilities and information sharing during all hazard events/incidents.

OBJECTIVE 3.7

- Ensure that sufficient personnel are trained on all necessary procedures and equipment to properly manage the intelligence/information analysis and sharing structures during All-Hazard events/incidents.

OBJECTIVE 3.8

- Exercise the ability to use the intelligence/information analysis and sharing infrastructure.

Goal 4:

To document, assess and secure all critical infrastructures/key resources (CI/KR) consistent with the Interim National Infrastructure Protection Plan (NIPP) and categorize those facilities within guidelines established by federal, state and local authorities.

National Priority: Implement the Interim National Infrastructure Protection Plan.

OBJECTIVE 4.1

- To develop a comprehensive Statewide CI/KR protection program that lists all critical infrastructure/key resource facilities and implements risk management framework outlined in the NIPP

OBJECTIVE 4.2

- Enhance cyber security protection efforts across all sections of CI/KR.

OBJECTIVE 4.3

- Develop/Review/Revise BZPP and/or protective operation plans for CI/KR Assets

OBJECTIVE 4.4

- Obtain GIS imagery and capability to effectively manage and respond to CI/KR related incidents/planning requirements.

OBJECTIVE 4.5

- Build a Statewide critical infrastructure protection program that implements the risk management framework outlined in the NIPP.

OBJECTIVE 4.6

- To establish standardization on a single platform to share CI/KR information among agencies through partnership with the PSA and respective agencies.

OBJECTIVE 4.7

- Integrate Interoperable information related to CI/KR assets into the Information Sharing Network.

OBJECTIVE 4.8

- Acquire appropriate equipment necessary to implement CI/KR protective measures.

OBJECTIVE 4.9

- Train all users in adopted database platforms to effectively set up and use the CI/KR Database

OBJECTIVE 4.10

- Exercise the ability to use the CI/KR Database and determine its effectiveness during an All Hazards Exercise

OBJECTIVE 4.11

- Test and validate state and regional/local jurisdictions CI/KR response capabilities

Goal 5:

Implement a Maritime Safety and Security Initiative to enhance current capabilities of detecting and preventing all hazard incidents on the State's major waterways

**National Priority:
Strengthen
Information
Sharing and
Collaboration
Capabilities**

OBJECTIVE 5.1

- Establish SOGs on the sharing and reporting of suspicious activities on all the State's navigable waterways through Port Authorities and local response jurisdictions. Project implementation complete by November 06

OBJECTIVE 5.2

- To organize in a manner that brings in key Federal, State and local partners to effectively monitor and manage all reports of suspicious activities on the States navigable waterways.

OBJECTIVE 5.3

- Assess Risks and Needs for response to all hazard incidents on the States navigable waterways.

OBJECTIVE 5.4

- Determine necessary equipment to prevent suspicious activities and when necessary respond to All Hazards incidents on the State's waterways

OBJECTIVE 5.5

- Provide training opportunities related to maritime response training for protection and preservation of navigable waterways.

OBJECTIVE 5.6

- Exercise the ability to use the "America's Waterway Watch" Program and determine its effectiveness during an exercise annually

Goal 6:

To assist the State's Homeland Security Regions in the development of a Regional Strategy for the implementation of Homeland Security Grant Programs in a way that would maximize all available resources in the region and develop a coherent strategy for the allocation of additional resources

National Priority: Expanded Regional Collaboration

OBJECTIVE 6.1

- Establish a standardized Regional structure for Homeland Security across the state.

OBJECTIVE 6.2

- Engage the Planning and Development Districts within the state in the governance of the Homeland Security Regions/Regional Response Teams (RRT).

OBJECTIVE 6.3

- Establish a Regional Strategy for the Nine (9) Regional Response Teams established by the State for the implementation and management of Homeland Security Grants by the Regions

OBJECTIVE 6.4

- Establish Regional Working Groups to facilitate the development and adoption of the Regional Strategy, which fosters multi-jurisdictional and multi-disciplinary mutual aid.

OBJECTIVE 6.5

- Identify and enhance the capabilities of the regional response teams .

OBJECTIVE 6.6

- Support standardization of equipment to support interoperability among responding agencies

OBJECTIVE 6.7

- Conduct regionalized training to enhance mutual aid

OBJECTIVE 6.8

- Conduct regionalized exercises to enhance mutual aid among designated counties/agencies

Goal 7:

To establish, train, and equip an Urban Search and Rescue Team(s) to assist in responding to all hazard incidents/events

**National Priority:
Strengthen
CBRNE
Detection,
Response and
Decontamination
Capabilities**

OBJECTIVE 7.1

- Enhance procedures for the establishment of an Urban Search and Rescue Team(s).

OBJECTIVE 7.2

- Review existing, or develop SOGs for team(s) to follow to include procedures for deployment.

OBJECTIVE 7.3

- To legally formalize the team(s) into a deployable asset to respond to an all hazard incident

OBJECTIVE 7.4

- To establish a team organization based on the FEMA model or derivation thereof..

OBJECTIVE 7.5

- Establish the USAR Team(s) so that it can be adopted to function as Regional Teams for emergencies that do not require full mobilization .

OBJECTIVE 7.6

- Fully equip the RRTs to effectively respond to all hazard incidents

OBJECTIVE 7.7

- Provide Training opportunities to RRT/USAR members to respond effectively in an all hazard event and properly execute its technical skill in an All Hazards including CBRNE environment

OBJECTIVE 7.8

- To participate annually in an All Hazards or WMD/CBRNE exercise.

Goal 8:

To conduct a statewide agriculture assessment and develop a dedicated agriculture response team in partnership with the State Department of Agriculture

**National Priority:
Strengthen
CBRNE
Detection,
Response and
Decontamination
Capabilities**

OBJECTIVE 8.1

- Conduct a County Agricultural Risk Assessment.

OBJECTIVE 8.2

- Review and/or create procedures and SOGs for a State Agricultural Response Team to respond to a Biological event.

OBJECTIVE 8.3

- Develop an organizational framework for an Agricultural Response Team that best suits the needs and challenges of the state.

OBJECTIVE 8.4

- Equip the Agricultural Response Team with all necessary CBRNE equipment to effectively respond to a Biological event, including Level A capability

OBJECTIVE 8.5

- To properly train the Agricultural Response team to effectively respond to and mitigate against a Biological event .

OBJECTIVE 8.6

- Participate in a Bio-Terrorism exercise to test and validate procedures and SOGs.

Goal 9:

To enhance the capability to detect, prevent, and secure state and regional cyberspace and to better respond to any type of Cyber attack.

National Priority: Implement the National Incident Management System and National Response

OBJECTIVE 9.1

- Review the existing Cyber Assessment and develop a cyber security and business continuity strategy.

OBJECTIVE 9.2

- Upon completion, review the State Assessment of existing cyber security policy & standards, which will lead to the development and enhancement of a cyber security plan for the State.

OBJECTIVE 9.3

- Establish procedures to monitor and when necessary respond to an attack on the State's cyberspace infrastructure.

OBJECTIVE 9.4

- Organize and integrate Secure Socket Layer (encryption system) technologies into existing web based sensitive information to include cyber security policies and best practices.

OBJECTIVE 9.5

- Organize a Help Desk to report and monitor any attacks on the State's cyberspace infrastructure .

OBJECTIVE 9.6

- Develop State and Local capability to respond to and restore the State's cyber infrastructure in the event of a cyber attack.

OBJECTIVE 9.7

- Provide the State with appropriate equipment to monitor and secure the State's information technology architecture and respond to a cyber attack.

OBJECTIVE 9.8

- Establish awareness training security program

OBJECTIVE 9.9

- Improve agency cyber security credentialing/skill sets

OBJECTIVE 9.10

- Plan a Cyber Security exercise/network vulnerability penetration test with select State Agencies.

OBJECTIVE 9.11

- Exercise the ability to use the Help Desk and cyber response plan and determine its effectiveness during a Cyber Attack Exercise.

Goal 10:

To enhance CERT/Citizen Preparedness and Citizen Corps Programs to facilitate and assist in a coordinated response and recovery of All Hazards events. .

**National Priority:
Strengthen
CBRNE
Detection,
Response and
Decontamination
Capabilities**

OBJECTIVE 10.1

- Enhance procedures for continuing the Citizen Corps councils.

OBJECTIVE 10.2

- Review/update concept/procedures for the preparedness of citizens necessary in an All Hazards incident.

OBJECTIVE 10.3

- Continue Citizen Corps Councils at the State Level and County Level.

OBJECTIVE 10.4

- Provide equipment to State and Local Citizen Corps Councils to allow them to effectively respond to All Hazards incident as necessary within capabilities .

OBJECTIVE 10.5

- Provide training to State and Local Citizen Corps Councils to allow them to effectively respond to an All Hazards incident as necessary.

OBJECTIVE 10.6

- Exercise the ability to use the Citizen Corp to determine its effectiveness during an All Hazards Exercise

Goal 11:

To strengthen Medical Surge and Mass Prophylaxis capabilities in order to effectively respond to public health emergencies involving All Hazards agents.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

OBJECTIVE 11.1

- Review/Revise operations plans for receipt, breakdown, transport and distribution of the Strategic National Stockpile (SNS)

OBJECTIVE 11.2

- Review/Revise an SOG for medical team(s) to follow to include procedures for deployment

OBJECTIVE 11.3

- Formalize the team(s) into a deployable asset to respond to an all hazard incident

OBJECTIVE 11.4

- To establish a team organization based on the FEMA model or derivative thereof..

OBJECTIVE 11.5

- Organize the medical surge and mass prophylaxis capabilities .

OBJECTIVE 11.6

- Establish the medical surge team(s) so that it can be adopted to function in emergencies that do not require full mobilization.

OBJECTIVE 11.7

- Fully equip the medical surge team(s) to effectively respond to All Hazard incidents.

OBJECTIVE 11.8

- Properly train the medical surge team(s) members to respond effectively in All Hazards event and properly execute its technical skills in an All Hazards environment.

Goal 11: (cont)

To strengthen Medical Surge and Mass Prophylaxis capabilities in order to effectively respond to public health emergencies involving All Hazards agents.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

OBJECTIVE 11.9

- Conduct exercises to evaluate medical surge team(s) and local jurisdictions ability to respond to an All Hazards event with mass casualties.

OBJECTIVE 11.10

- Establish a periodic review process for mass casualties and pandemic outbreak plans.

OBJECTIVE 11.11

- Ensure local jurisdictions have adequate equipment and necessary training to strengthen all hazard and mass casualty capabilities.

OBJECTIVE 11.12

Strengthen Information Sharing and Collaboration Capabilities

- Improve the speed and accuracy of threats reported by clinicians through electronic dissemination of information.

OBJECTIVE 11.13

Strengthen CBRNE Detection, Response and Decontamination Capabilities

- Strengthen the State's ability to test and detect possible chemical and biological contaminants in the State's food and water supply.

Evaluation

- Evaluations of the progress made on stated objectives in the State of Mississippi's Homeland Security Strategy (SHSS) will be made on an annual basis. In addition to the annual evaluation, quarterly regional meetings are held, and meetings are called as needed to discuss progress and to report on projects. The Local Planning Councils were organized to provide information on the jurisdictional progress, issues and concerns to include strategy updates. These groups meet monthly to address concerns and issues related to the attainment of stated objectives. This information will be provided monthly to the State Office of Homeland Security for review by Regional Response Team Leadership at scheduled quarterly meetings. Information will be provided to the State Project Management Group for review at scheduled semi-annual meetings conducted prior to the meeting of the State Homeland Security Council. The state group will have the responsibility of recommending revisions to these objectives and implementation steps in order to meet goals supported by the Mississippi SHSS. The state group will also review progress made by state agencies. The state project management group will be chaired by the State Homeland Security Advisor/Designee. The council will monitor and follow-up as necessary to ensure the completion of required corrective actions. The state Homeland Security Council is convened semi-annually, and as needed by the state's Homeland Security Advisor. The Governor is briefed regularly by the Homeland Security Advisor.

The State Homeland Security Advisor/SAA and the state Project Management Group will meet at the end of each fiscal year as an evaluation venue to examine the following:

- (1) Review the State's success in achieving the previous year's performance goals;
- (2) Evaluate plans for the upcoming year relative to the performance achieved in the previous year;
- (3) Discuss why specific goals were not met and what corrective actions are required, and;
- (4) Report on financial operations and status.